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> DDA-1376-89 15 August 1989

Deputy Director for Intelligence MEMORANDUM FOR:

Deputy Director for Operations

Deputy Director for Science and Technology

Inspector General General Counsel Comptroller

FROM:

Royal E. Elmendorf

Acting Deputy Director for Administration

SUBJECT:

Reducing Transactional Costs

- 1. Attached for your information and review is the fourth report from the Directorate of Administration's Transactional Cost Task Force. Over the course of the past 15 months the Task Force examined and took action, if appropriate, on 69 issues which you originally submitted. In addition, they examined 44 delegations of authority and assessed the effect of pushing responsibility to a lower level. A total of 18 redelegations resulted from this examination and an additional six are under review.
- 2. This report contains a "highlights" section (Attachment A) which outlines the more significant accomplishments of the Task Force and a separate report on the four issues which were not covered in the three previous reports (Attachment B).
- I have received positive comments from offices throughout the Agency applauding the efforts and effects of the Transactional Cost Task Force. The strength of this feedback has prompted my decision to keep the Task Force intact long enough to look at any additional issues which we may have missed during this past year's If there are any additional areas of concern where you believe excessive time, paperwork, or coordination is required to obtain goods or services from the Directorate of Administration, please advise me and I will have them examined by the Task Force. To assist in your review, I am providing a complete listing of issues and delegations of authority (Attachment C) which have already been addressed.
 - I would appreciate a response by 30 September 1989.

Royal	E.	Elmendorf

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SUBJECT: Reducing Transactional Costs

ORIG: EXA/DDA

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Distribution:

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1 - DCI Admin w/atts

(for dissemination to other DCI Area offices)

1 - Each DA Transactional Task Force Member w/atts

1 - DDA Subject w/atts

1 - DDA Chrono wo/atts

1 - EXA Subject w/atts

1 - EXA Chrono wo/atts

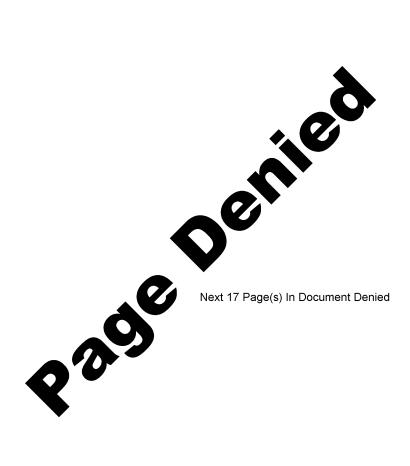
HIGHLIGHTS

During the past 15 months the Directorate of Administration's Transactional Cost Task Force examined 69 specific issues submitted from independent offices and the four Directorates, examined 44 delegations of authority to assess whether they should be redelegated to a lower level and conducted a thorough examination of the legal and technical barriers that preclude the use of electronic approval processes. Provided below are "highlights" of actions taken by the Task Force.

- o Increased threshold amount at which the Agency Contract Review Board is required to take action to \$1 million. Estimates based on past cases are that 1,300 man-hours will be saved each year, half of which would be performed by senior managers.
- ° The review of 44 delegations of authority resulted in 18 redelegations to the Office of Logistics.
- A thorough and complete update of the functional directory contained within the Agency telephone book will be published in September 1989.
- Office Imprest Fund expenditures limitation was increased from \$1,000 to \$2,500.
- Streamlining of the Automated Data Processing procurement process included a revision of and resulted in reducing approval signatures from 13 to 5.
- PAR call-up procedures were revised to include PAR's due at the end of the employee's three year probationary period.
- Automation of the registration process for internal training will enable the Office of Training and Education to reduce processing time from what was measured in weeks to days.
- The certification of advances and expenditures for external training is now being done by component B&F officers thereby significantly reducing processing time for these transactions.

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DDA 89-0289 27 March 1989

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MEMORANDUM FOR: Executive Director

please give my Executive Assistant,

Deputy Director for Intelligence Deputy Director for Operations

Deputy Director for Science and Technology

Inspector General General Counsel Comptroller

FROM:

R. M. Huffstutler

Deputy Director for Administration

SUBJECT:

Reducing Transactional Costs

Attached for your information and review is the third interim report from the Directorate of Administration's Transactional Costs Task Force. The task force has now examined and has taken action on 65 of the 69 issues you submitted. As you will note, we have again made modifications to procedures in several areas and have plans to do the same in some others. There are also issues/areas which, after examination, do not lend themselves well to change in procedures at this time. If you have any questions about this report,

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:all.

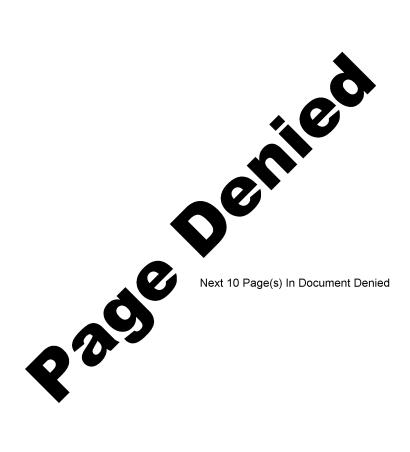
R. M. Huffstutler

Attachment: As stated

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ADMINISTRATIVE - INTERNAL USE ONLY

5 March 1989

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MEMORANDUM FOR:

FROM:

Lee S. Strickland

Chief, Management Services Division/OIT

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SUBJECT:

Transactional Cost Report:

ISSUE:

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Streamline ADP procurement process; revise as appropriate.

ACTION/STATUS:

Completed subject to the approvals of the Directors of Information Technology, Security, and Logistics.

We note upfront that simplification is not easy since the process is complex in that many tasks must necessarily be performed. Experience has shown that IT procurements include many variables and require coordinated, advance planning on issues such as technical analysis, facilities engineering requirements, security review, compliance with CIA IT standards, economic analysis as required by law, procurement action, installation, and maintenance services.

In the past, the process for IT procurement was arcane and understood fully only by a few. Much time was lost on rerouting requests, covering required bases out of sequence, and correcting for planning undone. Most important, the average customer didn't know where to start and there was no road map or guide.

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What we have done is simplify the process, provide a road map, and identify specific guides to help the customer. While we have revised it is and must remain a policy and authorities document. To truly help our customers we have drafted a comprehensive HN which explains the complexity of the process, mandates upfront planning (and recording that planning on an "acquisition plan"), identifies focal point officers in OL, OS, and OIT to help the customer in that planning, provides a single point of receipt in OIT for a completed Form 88, and makes that office responsible for all required action including

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procurement and, where applicable, installation, consulting, and maintenance.

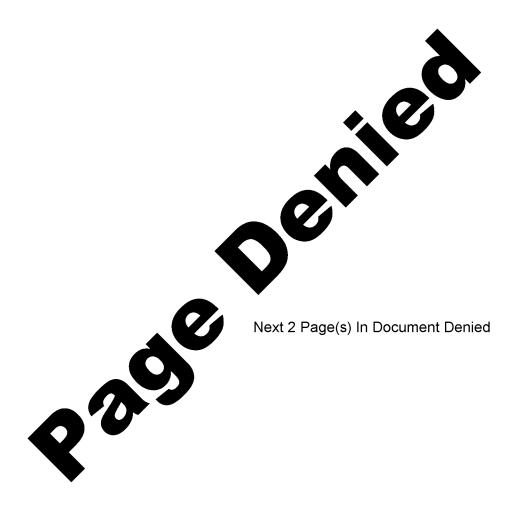
While there could be some complaint about the creation of a required "acquisition plan", it incorporates the previous "security plan" and insures that absolutely required questions are asked and answered before equipment is procured and critical problems surfaced. In our view, it is serious mismanagement to fail to address power, air conditioning, ports on the mainframe, and similar issues BEFORE procurment. This type of directed planning would have prevented many IT horror stories.

We have also implemented an on-line CMS system (OITEQUIP) which provides detailed procurement guidance and electronic forms for procuring IT equipment (via Form 88) and for requesting installation/connectivity (via Form 4340) for such equipment. These systems have been specifically tailored to facilitate the procurement of OIT-supported equipment. In many instances, a requestor can order a custom-designed ITC workstation with very few line entries which are themselves prompted by the system.

Consistent with DDA 88-1178 and OIT-0822-88, our new HN also names the Chief, Management Services Division/OIT, as the Agency focal point for ADP acquisitions. Note, that at present, this officer would be responsible for unresolved customer questions, issues and problems involving any aspect of IT procurments; he would insure that the system worked for each customer.

Lee S. Strickland

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SCHEDULE

OFFICE OF INFORMATION TECHNOLOGY (OIT) SUPPORTED EQUIPMENT AS OF 31 MARCH 1989

Туре	<u>Model</u>
CHROMATICS	7900
COMPAQ PC COMPAQ PC COMPAQ PC COMPAQ PC	II PLUS 286 III
DATA ROYAL DATA ROYAL	5000T 5321
DELTA DATA	4000 5260 5260T 7260T 7265T 7268T 8260T 8260AT
DESIGN 100	100
EPSON PRINTER EPSON PRINTER EPSON PRINTER EPSON PRINTER EPSON PRINTER	FX-80 FX-80+ FX-85 FX-85T FX-86
GILTRONIX SWITCHBOX	5220
HETRA PRINTER HETRA PRINTER	2780 3780
HEWLETT PACKARD PLOTTER	7475
IBM PAGEPRINTER IBM PROPRINTER IBM TPC 4 IBM TPC 5 IBM PC IBM MONOCHROME DISPLAY	3812 4201 4459A 4460 5150 5150

IBM COLOR DISPLAY IBM ENHANCED COLOR DISPLAY IBM PC XT IBM PC AT IBM 3270 COLOR DISPLAY IBM 3270 AT IBM COLOR PLOTTER	5153 5154 5160 5170 5272 5273 7372
ITC WORKSTATION ITC WORKSTATION	301 301-Z
RAMTEK	(ALL)
TEKTRONIX	(ALL)
TEXAS INSTRUMENTS (TI) PRINTER	733
UNIVATION	DUAL 10MB
VERSITRON (NON-TEMPEST) VERSITRON (TEMPEST)	R42M DSA111
WANG	(ALL)
XEROX LASER PRINTER XEROX LASER PRINTER	2700 2700T

INFORMATION TECHNOLOGY (IT) ACQUISITION PLAN

This acquisition plan has been developed by the Offices of Information Technology, Security, and Logistics to assist Agency customers in the successful procurement and installation of requested IT equipment. It should be completed in consultation with the officers specified in ______ copy attached, and must accompany any completed and approved Form 88.

If there should be any unresolved questions, issues or problems, please contact Chief, Management Services Division/OIT who serves as the Agency focal point for IT procurements.

Correspondence should be directed to C/MSD/OIT,

I. General Information

- 1. Component:
- 2. IT Management Officer or PC/LAN System Administrator:
- 3. Hardware Description: (Please include manufacturer, item type, model, and TEMPEST indicator)
 - (a) FOR OIT supported equipment

CLIN:

(b) FOR non-OIT supported equipment

CPU:

Display:

Storage media:

Expansion Boards:

Modem:

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STAT STAT Printer:

Plotter:

4. Software Description

Operating Software:

Applications Software:

- 5. System Location:
- 6. System Configuration:
- 7. Primary purpose or application:

II. Security Considerations

- 8. Classification of processed data:
- 9. Category and clearances of intended users:
- 10. Site Environment:
 (open room, VTR, etc.,
 also include TEMPEST zone number)
- 11. Equipment/data security controls:
- 12. Purchase Sterility Code:

III. Facilities Engineering Considerations

13. Total power requirements of equipment (in amperes):

- 14. Amperage of available power source; whether circuit is dedicated or shared; if shared, total power consumption of all items on circuit:
- 15. Additional utilities required (Will heat generation necessitate additional air conditioning, will changes in lighting be required, etc.)
- 16. Briefly describe modification of structure housing equipment, including conduit runs, if required.

IV. Information Technology Considerations

- 17. If equipment is not recommended/supported by OIT, please state reason for particular selection.
- 18. Will Form 4340, Request for Data/Voice Service, (used to request OIT installation of equipment) be required? If not, how will installation be provided?
- 19. How will maintenance be provided?
- 20. Will equipment be connected to the Agency IT network? If yes, are lines, ports, and/or controllers presently available? If yes, describe current voice and data equipment.
- 21. If equipment is to be used in stand alone mode, what hardware or software modifications would be required to connect it to the Agency IT network? (Please note that the Information Systems Board presumes that all IT equipment will be connected eventually to the network.)
- 22. Data backup procedures:
- 23. Data archive policy:

Component Technical Officer

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APPROVED by Authorized Representatives:

Office of	Information	Technology			Date	
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Office of	Security	•			Date	
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Office of	Logistics	· · · · · · · · · · · · · · · · · · ·			Date	

Attachment:
Annotated facilities blueprint

